

The Effect of Workload and Work Ability on Employee Performance with Job Satisfaction as A Mediating Variable (Case Study on Nurses of Brebes Regional General Hospital)

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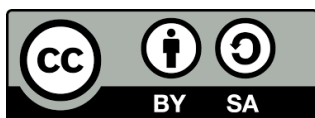
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ABSTRACT

Nurse performance is a critical factor in determining the quality of healthcare services. Workload, work ability, and job satisfaction are important organizational factors that may influence nurses' effectiveness and productivity. However, the mediating role of job satisfaction in the relationship between workload, work ability, and nurse performance requires further investigation, particularly in government hospital settings. This study aimed to examine the effects of workload and work ability on nurse performance and analyze the mediating role of job satisfaction among nurses at Brebes Regional General Hospital. This study employed a quantitative approach with a descriptive research design. The sample consisted of 130 nurses selected using purposive sampling based on predetermined criteria. Data were collected through questionnaires using a five-point Likert scale and analyzed using multiple linear regression, path analysis, and the Sobel test with IBM SPSS Statistics 31. The results indicated that workload and work ability significantly influenced job satisfaction. Work ability and job satisfaction had significant positive effects on nurse performance, while workload did not have a significant direct effect on performance. Furthermore, job satisfaction significantly mediated the relationship between workload and performance but did not mediate the relationship between work ability and performance. These findings highlight the importance of managing workload, improving work ability, and strengthening job satisfaction as strategies to enhance nurse performance in hospital organizations.



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INTRODUCTION

Human resources represent a fundamental element in determining the effectiveness and sustainability of healthcare organizations because the quality of medical services is strongly influenced by employee performance. Among healthcare professionals, nurses occupy a strategic position due to their continuous interaction with patients, involvement in clinical processes, and responsibility for maintaining service quality. Optimal nurse performance contributes not only to patient satisfaction but also to hospital efficiency and organizational outcomes. However, increasing healthcare demands, complex patient conditions, and service expectations require hospitals to continuously evaluate factors influencing nurses' ability to perform effectively. In this context, understanding the determinants of nurse performance is

essential for developing effective human resource management strategies, particularly in hospital environments where service quality depends heavily on workforce capability.

The healthcare sector has experienced increasing operational pressure due to rising patient demands, limited resources, and the need for rapid and accurate services. Nurses often face substantial workloads involving administrative responsibilities, clinical procedures, emotional demands, and extended working hours. According to the Job Demands–Resources (JD-R) framework, excessive job demands may reduce employee well-being and performance when organizational resources are insufficient to support employees. Recent studies have demonstrated that workload is closely associated with employee satisfaction and performance outcomes, while adequate job resources, including competence and work ability, can strengthen employee resilience and productivity (Bakker & Demerouti, 2007; Lee & Jo, 2023). Therefore, workload management and the improvement of individual work ability are important aspects of maintaining sustainable nurse performance.

Previous empirical studies have examined the relationships among workload, work ability, job satisfaction, and employee performance across various organizational contexts. Research by Suartana and Dewi (2020), Saputra (2021), and Rizki et al. (2022) found that workload influences job satisfaction, although the direction and magnitude of the relationship differ depending on the research setting. Meanwhile, studies by Simanjorang (2020), Ariskiyya et al. (2024), and Ramadhi et al. (2024) confirmed that work ability contributes positively to job satisfaction. Other studies have shown that workload and work ability influence employee performance, with work ability consistently identified as an important factor supporting productivity and effectiveness (Jayanti & Dewi, 2021; Sinambela & Lestari, 2022). These findings indicate that employee performance is shaped by both organizational demands and individual capabilities.

Although previous research has provided valuable insights, several limitations remain. First, existing studies have produced inconsistent findings regarding the influence of workload on employee performance. Some studies indicate that excessive workload decreases performance, while others suggest that workload may have a positive effect when managed proportionally. Second, the mediating role of job satisfaction remains inconclusive because some studies demonstrate that job satisfaction strengthens the relationship between human resource factors and performance, whereas others report insignificant mediation effects. Third, many previous investigations have focused on manufacturing, service companies, and general organizational settings, while research specifically examining nurses in government hospitals remains relatively limited. This study addresses this gap by examining the mechanism through which workload and work ability influence nurse performance through job satisfaction as a mediating variable.

This research is particularly urgent because government hospitals face continuous pressure to provide high-quality healthcare services while maintaining employee effectiveness. Brebes Regional General Hospital, as a Type B government hospital serving the community of Brebes Regency and surrounding areas, experiences increasing service demands that influence nurses' workloads and working conditions. Challenges related to workload balance, professional capability, and employee satisfaction may directly affect service delivery quality. Therefore, investigating the interaction among workload, work ability, job satisfaction, and

nurse performance provides important evidence for hospital management in designing strategies to optimize workforce performance.

The novelty of this study lies in integrating workload and work ability variables within a mediation model involving job satisfaction among nurses in a government hospital context. Rather than examining direct relationships only, this research investigates whether job satisfaction functions as a mechanism that explains how organizational and individual factors influence nurse performance. This approach provides a more comprehensive understanding of employee performance determinants by combining external work demands and internal employee capabilities. Using quantitative analysis through multiple regression, path analysis, and the Sobel test, this study provides empirical evidence regarding both direct and indirect relationships among variables.

Based on these considerations, this study aims to analyze the effects of workload and work ability on nurse performance with job satisfaction as a mediating variable at Brebes Regional General Hospital. The findings are expected to contribute theoretically to the development of human resource management literature, particularly in healthcare organizations, by expanding understanding of mediation mechanisms in employee performance models. Practically, this research provides recommendations for hospital administrators to develop balanced workload policies, improve nurses' competencies, and strengthen job satisfaction programs to support sustainable improvements in healthcare service quality.

LITERATURE REVIEW

Workload

According to workload, it is a group or number of tasks that must be completed by an organizational unit or individual who holds a position in a certain period of time Tarwaka et al., (2004). Workload is a collection or number of tasks that must be carried out by an organizational unit or individual who occupies a certain position in a predetermined period of time Novita & Kusuma, (2020). Workload refers to the process of determining the number of working hours required of human resources to complete a task within a specific time frame, employees must possess the skills necessary to handle the workload that will be their responsibility within the company (Dalena et al., 2020).

Workability

According to Blanchard and Hersey (2013), Work ability is a state in workers that allows individuals to work effectively and efficiently according to their field of work. Workability is described as a state in which a person performs work to the maximum and with full dedication to achieve useful and successful results (Wuwungan et al., 2020). Work ability refers to a person's capacity, which encompasses intelligence and skills, to solve the problems they face (Jayanti et al., 2021)

Employee Performance

According to Abdullah (2016), performance reflects the results of the tasks carried out in the organization, which are carried out by employees as best as possible in accordance with written guidelines, leadership directions, and individual competencies and abilities in developing their abilities. Performance refers to an employee's work achievements in terms of both quality and quantity attained over a specific period while carrying out duties in accordance with their assigned responsibilities (Wahyuni et al., 2021). According to Kasmir (2016),

performance is defined as the result of work that has been completed and work behavior shown in fulfilling tasks and obligations given during a certain period.

Job Satisfaction

Job satisfaction is a positive or negative emotional atmosphere that employees feel about their work. Employees who feel happy with their work tend to make the best contribution to the organization, while those who are not happy tend to have less than optimal performance (Sunyoto, 2012). According to Mangkunegara (2015), job satisfaction is a feeling of support or disapproval felt by employees towards their work and their condition. Job satisfaction is the sense of happiness felt by employees who value and perform their duties well (Sutrisno et al., 2022).

RELATIONSHIPS BETWEEN VARIABLES

The Relationship of Workload Variables to Job Satisfaction

Previous research conducted by has shown that work stress, workload, and work-family conflicts have a negative and significant influence on employee job satisfaction (Suartana & Dewi, 2020). The results of the study show (Saputra, 2021) that compensation and workload have a negative and insignificant effect on job satisfaction while the work environment has a positive and significant influence.

Workload has a negative effect on the job satisfaction of nurses at the Brebes Regional General Hospital.

The Relationship of Work Ability Variables with Job Satisfaction

Previous research conducted by has shown that work ability has a positive and significant effect on employee job satisfaction (Simanjorang, 2020). Research shows that work ability has a positive and significant effect on job satisfaction. This means that employees with higher abilities will have a greater level of job satisfaction.(Ramadhi et al., 2024)

H2: Work ability has a positive effect on job satisfaction

1. The Relationship of Workload Variables to Nurse Performance

Previous research conducted by (Parashakti & Putriawati, 2020) showed that workload has a significant influence on performance, where workload that is too high or low (not according to optimal capacity) has a negative impact on employee performance. Studies show (Hermawan, 2022) that the work environment has a positive effect, while work stress and workload have a negative influence on employee performance, both partially and simultaneously.

Workload has a negative effect on the performance of nurses at Brebes Hospital.

The Relationship of Work Ability Variables with Nurse Performance

The results of the study (Jayanti & Dewi, 2021) prove that work ability has a positive effect on performance by 29%. This shows that employees' skills, proficiency, and intelligence affect productivity and effectiveness in achieving the company's work targets. Research shows that work ability has a significant influence on employee performance, with technical, conceptual, and interaction skills as supporting factors (Sinambela & Lestari, 2022).

Work ability has a positive effect on the performance of nurses at Brebes Hospital

The Relationship of Job Satisfaction Variables with Nurse Performance

Previous research conducted by (Steven & Prasetyo, 2020) showed that job satisfaction has a significant positive effect on employee performance, with a coefficient of 0.379. In another study conducted by (Salsabilla & Suryawan, 2022) showed that job satisfaction had a

significant effect on performance, with a t-count of 2.561 which is greater than the t-table of 1.991. This suggests that satisfied employees tend to have a greater drive to achieve optimal performance.

Job satisfaction has a positive effect on the performance of nurses at Brebes Hospital

The Relationship of Workload Variables to Nurse Performance Through Job Satisfaction

Previous research conducted by (Nurhasanah et al., 2022) concluded that job satisfaction successfully mediates the relationship between workload and employee performance. Research shows (Maskuri & Suyanto, 2023) that workload that is not in accordance with the number of employees has a negative effect on employee performance. In addition, job satisfaction acts as a mediator that significantly improves employee performance. Job satisfaction plays a role in mediating the negative influence of workload on the performance of nurses at Brebes Hospital

The Relationship of Work Ability Variables to Nurses' Performance Through Job Satisfaction

Research conducted by job satisfaction acts as a mediating variable in the relationship between work ability and employee performance. This shows that work ability not only affects performance directly, but also through job satisfaction (Laili et al., 2024) Job satisfaction plays a role in mediating the positive influence of work ability on the performance of nurses at Brebes Hospital.

METHOD

This study employed a quantitative approach with a descriptive research design. The population consisted of nurses at Brebes Regional General Hospital. The sample was selected using purposive sampling based on predetermined criteria. The criteria included nurses with a minimum working period of one year to ensure sufficient experience in understanding hospital working conditions. Based on these criteria, 130 nurses were included as research participants.

Data analysis was conducted using IBM SPSS Statistics 31. Hypothesis testing was performed using multiple linear regression analysis to examine the direct effects among variables, while the mediating effect of job satisfaction was tested using path analysis by evaluating direct, indirect, and total effects. The significance of the mediation effect was assessed using the Sobel test. In addition, the research model was evaluated using the t-test, F-test, and coefficient of determination (R^2) with a significance level of 5% ($\alpha = 0.05$).

Table 1. Respondent Characteristics

No.	Characteristics	Categories	Numbers of Respondents	
			Frequency	Percentage
1.	Gender	Male – Male	40	30,80
		Women	90	69,20
2.	Age	<25 Years	29	22,30
		25-35 Years	50	38,50
		35-45 Years	26	20
		> 45 Years	25	19,20
3.	Long Time Working	1-5 Years	59	45,40
		6-15 Years	39	30
		16-25 Years	17	13,10

No.	Characteristics	Categories	Numbers of Respondents	
			Frequency	Percentage
		>25 years old	15	11,50
		1-5 Years	59	45,40

Source: Researcher's Processed Data, 2025

RESULTS AND DISCUSSION

Results of Reliability Test, Classical Assumption Test, Multiple Regression Test, Hypothesis Test, and Path Analysis Test.

Table 2. Reliability Test Results

Variable	N	Cronbach's Alpha	Reliability Standards	Description
Workload (X1)	6	0.614	> 0.6	Reliable
Work ability (X2)	5	0.773	> 0.6	Reliable
Employee Performance (Y)	10	0.861	> 0.6	Reliable
Job Satisfaction (Z)	9	0.832	> 0.6	Reliable

Source: Researcher's Processed Data, 2025

Based on the results of the reliability test in table 2, it is known that all research variables have a Cronbach's Alpha value above 0.60. The variable Workload (X1) obtained a value of 0.614, Work Ability (X2) of 0.773, Employee Performance (Y) of 0.861, and Job Satisfaction (Z) of 0.832. Thus, it can be concluded that all research instruments are declared reliable because they have met the required value, namely Cronbach's Alpha > 0.6.

Classic Assumption Test

Table 3. Normality Test Results

Regression Model	Value (Kolmogorov-Smirnov)	Sig.	Description
Normality Test 1	0,042	0,200	Normal
Normality Test 2	0,075	0,069	Normal

Source: Researcher's Processed Data, 2025

Based on table 3, in normality test 1 the Kolmogorov-Smirnov value was 0.042 with a significance value of $0.200 > 0.05$ and in normality test 2 the Kolmogorov-Smirnov value was 0.075 with a significance value of $0.069 > 0.05$ so that the residual data in the first and second regression models were normally distributed.

Table 4. Linearity Test Results

Variable Relationships	Sig. Linearity	Sig. Deviation from Linearity	Description
X1 -> Z	0,01	0,144	Linear
X2 -> Z	0,01	0,956	Linear
X1 -> Y	0,01	0,492	Linear
X2 -> Y	0,01	0,181	Linear
Z -> Y	0,01	0,314	Linear

Source: Researcher's Processed Data, 2025

Based on table 4, in the results of the linearity test, the significance value of the Deviation from Linearity variable $X1 \rightarrow Z$ is 0.144; $X2 \rightarrow Z$ 0.956; $X1 \rightarrow Y$ 0.492; $X2 \rightarrow Y$ 0.181; $Z \rightarrow Y$ 0.314 with the overall significance value > 0.05 . Therefore, it can be concluded that the results of the linearity test 1 and 2 are declared linear.

Table 5. Multicollinearity Test

Models	Variable	Collinearity Tolerance	Statistics VIF
Multicollinearity 1 (Dependent Job Satisfaction)	Workload	0.914	1.094
	Work ability	0.914	1.094
Multicollinearity 2 (Dependent Performance)	Workload	0.846	1.182
	Work ability	0.767	1.305
	Job satisfaction	0.725	1.379

Source: Researcher's Processed Data, 2025

Based on table 5, it can be seen that the results of the first multicollinearity test, namely the effect of workload (X1) and work ability (X2) on job satisfaction (Z), obtained a *tolerance variable* value of $0.914 > 0.10$ with a VIF value of $1.094 < 10$. Meanwhile, the results of the second multicollinearity test, namely the influence of workload (X1), work ability (X2), and job satisfaction (Z) on employee performance (Y), obtained a variable tolerance value of 0.846 (X1), 0.767 (X2), and 0.725 (Z) each with a *tolerance variable* value of < 0.10 . Meanwhile, the VIF value of each variable was 1.183; 1,305; and 1,379 < 10 .

Table 6. Recapitulation of Classical Assumption Test Results

No.	Variable	Classical Assumption Test Results		
		Normality Test	Linearity Test	Multicollinearity Test
1.	Workload	Normal	Linear	$0.846 < 10$
2.	Work ability	Normal	Linear	$0.767 < 10$
3.	Employee Performance	Normal	Linear	-
4.	Job Satisfaction	Normal	Linear	$0.725 < 10$

Source: Researcher's Processed Data, 2025

Multiple Regression Test

Table 7. Test Results Multiple Regression 1

Coefficients ^a					
Models		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	1.374	.372		3.692
	Workload (X1)	.234	.073	.253	3.199
	Work ability (X2)	.408	.082	.391	4.948
Adj. R Square = 0.263					

Source: Researcher's Processed Data, 2025

Dependent Variable: Job Satisfaction

The Model I multiple regression test was used to test the workload magnitude (X1) and work ability (X2) against job satisfaction (Z) with details that can be seen in equations

(1) and Table 7. The value of the path coefficient (beta coefficient) of 0.234 indicates that the workload variable (X1) has a positive influence on job satisfaction (Z). The t-value is calculated as 3.199 with a significance of 0.002. The value of the path coefficient (beta coefficient) of work ability 0.408 indicates that the variable of work ability (X2) has a positive influence on job satisfaction (Z). The t-value of 4.948 with a significance of < 0.001 indicates that work ability (X2) has a direct and significant effect on job satisfaction (Z).

Table 8. Multiple Regression Test Results 2

Table 3. Multiple Regression Test Results						
Models		Coefficients ^a			t	Sig.
		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.123	.347		3.237	.002
	Workload (X1)	.099	.067	.112	1.469	.144
	Work ability (X2)	.360	.080	.361	4.516	<.001
	Job Satisfaction (Z)	.289	.079	.302	3.684	<.001
Adj. R Square = 0.369						
a. Dependent Variable: Employee Performance						

Source: Researcher's Processed Data, 2026

The Model II multiple regression test was used to test the size of workload (X1), work ability (X2), job satisfaction (Z) against employee performance (Y) with details that can be seen in equations (2) and Table 8. The value of the path coefficient (beta coefficient) of the workload of 0.099 indicates that the workload variable (X1) has a positive influence on employee performance (Y). The t-value is calculated as 1.469 with a significant value of 0.144. The value of the path coefficient (beta coefficient) of 0.360 indicates that the variable of work ability (X2) has a positive influence on employee performance (Y). The t-value calculated as 4.516 with a significance of <0.001 indicates that the ability to work (X2) has a direct and significant effect on employee performance (Y). The value of the path coefficient (beta coefficient) of job satisfaction 0.289 indicates that the variable job satisfaction (Z) has a positive influence on employee performance (Y). The t-value of 3.684 with a significance of <0.001 indicates that job satisfaction (Z) has a direct and significant effect on employee performance (Y).

Hypothesis Test

Table 9. Results Hypothesis Testing

Hypothesis	Path Coefficients	t count	Sig.	Decision
Workload → Job Satisfaction	0,253	3,199	0,002	Significant
Work ability → Job Satisfaction	0,391	4,948	<0.001	Significant
Employee Performance → Workload	0,112	1,469	0,144	Insignificant
Work Ability → Employee Performance	0,361	4,516	<0.001	Significant
Job Satisfaction → Employee Performance	0,302	3,684	<0.001	Significant

Source: Researcher's Processed Data, 2025

Table 10. Results Mediation Testing (*Sobel test*)

Mediation Relationship	Sobel Statistics	p-value	Decision
Workload → Job Satisfaction → Employee Performance	2,411	0,016	Significant mediation
Work Ability → Job Satisfaction → Employee Performance	0,295	0,768	Mediation is insignificant

Source: Researcher's Processed Data, 2025

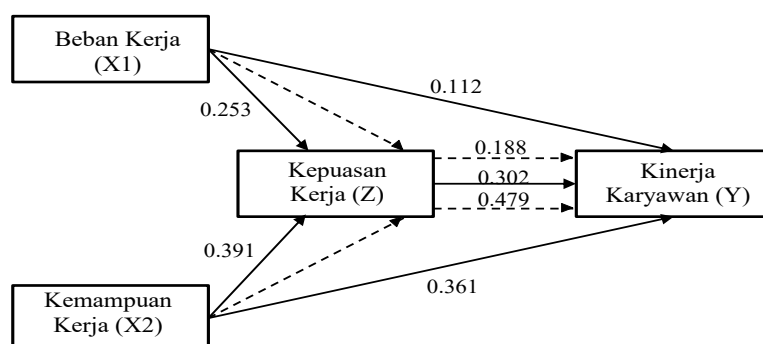
Table 11. Recapitulation Hypothesis Testing

No.	Hypothesis	Test Results	Decision
H1	Workload has a negative effect on job satisfaction	Positive influence	Rejected
H2	Work ability has a positive effect on job satisfaction	Positive influence	Accepted
H3	Workload has a negative effect on nurse performance	Positive influence	Rejected
H4	Work ability has a positive effect on nurses' performance	Positive influence	Accepted
H5	Job satisfaction has a positive effect on nurse performance	Positive influence	Accepted
H6	Job satisfaction plays a role in the relationship between workload and nurse performance	Proven to mediate	Accepted
H7	Job satisfaction plays a role in the relationship between work ability and employee performance	Not proven to mediate	Rejected

Source: Researcher's Processed Data, 2025

Path Analysis

To make path analysis easier, the first step is to translate the research hypothesis into the form of an image that can be seen in Figure 1. The results of the calculation of the path coefficients have been obtained by looking at standardized coefficients (beta). The direct effect of workload (X1) on job satisfaction (Z) is 0.253. The direct effect of work ability (X2) on job satisfaction (Z) is 0.391. The direct effect of workload (X1) on employee performance (Y) is 0.112. The direct effect of work ability (X2) on employee performance (Y) is 0.361. The direct effect of job satisfaction (Z) on employee performance (Y) is 0.302. The effect of workload (X1) on employee performance (Y) through job satisfaction (Z) is $X1 \rightarrow Z \rightarrow Y = 0.188$. The effect of work ability (X2) on employee performance (Y) through job satisfaction (Z) is $X2 \rightarrow Z \rightarrow Y = 0.479$.

**Image 1.** Path Analysis

Source: Researcher's Processed Data, 2026

DISCUSSION

The Effect of Workload on Job Satisfaction

Based on the data that has been collected previously, the results of the study were obtained that there was a significant influence between workload on job satisfaction with a regression coefficient value of 0.234 and a *path coefficient* of 0.253. The results of the t-test showed a value of 3.199 with a significance level of 0.002. Because the significance value is $0.002 < 0.05$.

The Effect of Work Ability on Job Satisfaction

Based on the data that has been collected previously, the results of the study were obtained that there was a significant influence between work ability on job satisfaction, a regression coefficient of 0.408 and a *path coefficient* of 0.391. The t-test results showed a value of 4.948 with a significance level of < 0.001 , which is much smaller than the standard significance of 0.05.

The Effect of Workload on Employee Performance

Based on the data that has been collected previously, it was obtained that there was no significant influence between workload on employee performance with a regression coefficient of 0.099 and a *path coefficient* of 0.112. The results of the t-test showed 1.469 with a significance level of 0.144. Given the significance value of $0.144 > 0.05$.

The Effect of Work Ability on Employee Performance

Based on the data that has been collected previously, the results of the study were obtained that there was a significant influence between work ability on employee performance with a regression coefficient value of 0.360 and a *path coefficient* of 0.361. The t-test results showed a value of 4.516 with a significance level of < 0.001 , which is much smaller than the standard significance of 0.05.

The Effect of Job Satisfaction on Employee Performance

Based on the data that has been collected previously, the results of the study were obtained that there was a significant influence between job satisfaction on employee performance with a regression coefficient of 0.289 and a *path coefficient* of 0.302. The t-test results showed a value of 3.684 with a significance level of < 0.001 , which is much smaller than the standard significance of 0.05.

The Effect of Workload on Employee Performance through Job Satisfaction

Based on the data that has been collected previously, the results of the study were obtained that there was a significant influence between direct and indirect workload on employee performance through job satisfaction as a mediating variable with a direct influence value of 0.112, while the indirect influence was 0.07641. Thus, the total effect of workload on performance is 0.18841. In addition, based on the results of the Sobel test, a significance value of 0.01591369 (< 0.05) was obtained.

The Effect of Work Ability on Employee Performance through Job Satisfaction

Based on the data that has been previously collected, the results of the study were obtained that there was a significant influence between work ability on employee performance through job satisfaction Direct *effect* of 0.361, while indirect *effect* through job satisfaction was 0.118. Significance testing using the Sobel test yielded a statistical value of 0.294 with a *p-value* of 0.768 ($p > 0.05$).

CONCLUSION

Based on the research findings, workload, work ability, and job satisfaction were interconnected factors influencing nurse performance at Brebes Regional General Hospital. The results indicated that workload and work ability significantly affected job satisfaction, while work ability and job satisfaction had significant positive effects on nurse performance. However, workload did not have a significant direct effect on nurse performance. Furthermore, job satisfaction was found to partially mediate the relationship between workload and performance, indicating that workload management could influence performance through increased job satisfaction. Meanwhile, job satisfaction did not significantly mediate the relationship between work ability and performance. These findings confirmed that improving nurses' work ability, maintaining a balanced workload, and strengthening job satisfaction were important strategies for enhancing healthcare workforce performance.

For future research, further studies are recommended to expand the research model by incorporating other factors that may influence nurse performance, such as organizational support, leadership style, work motivation, psychological well-being, work engagement, and organizational culture. Future researchers may also consider using longitudinal research designs or mixed-method approaches to obtain deeper insights into changes in workload, job satisfaction, and performance over time. Expanding the research scope to involve multiple hospitals or different healthcare institutions would provide broader empirical evidence and improve the generalizability of findings regarding the determinants of healthcare employee performance. This research can serve as a reference for developing more comprehensive human resource management strategies in healthcare organizations.

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